

Diagnosing Organizations: Open Systems Models



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9/20/07



The Open Systems (OS) Model

- Inputs
- Outputs
- Organizational behavior and processes
- Technology
- Environment
 - Close (task)
 - Remote (general)
- Structure
- Culture
- System dynamics



Types of OS Models

■ Causal-Intervening-Outcome (C-I-O) Model

- Likert's Diagnostic Model (not widely utilized)

- Causal variables --> Intervening variables --> Outcome variables

■ Individual and Organizational Performance Model

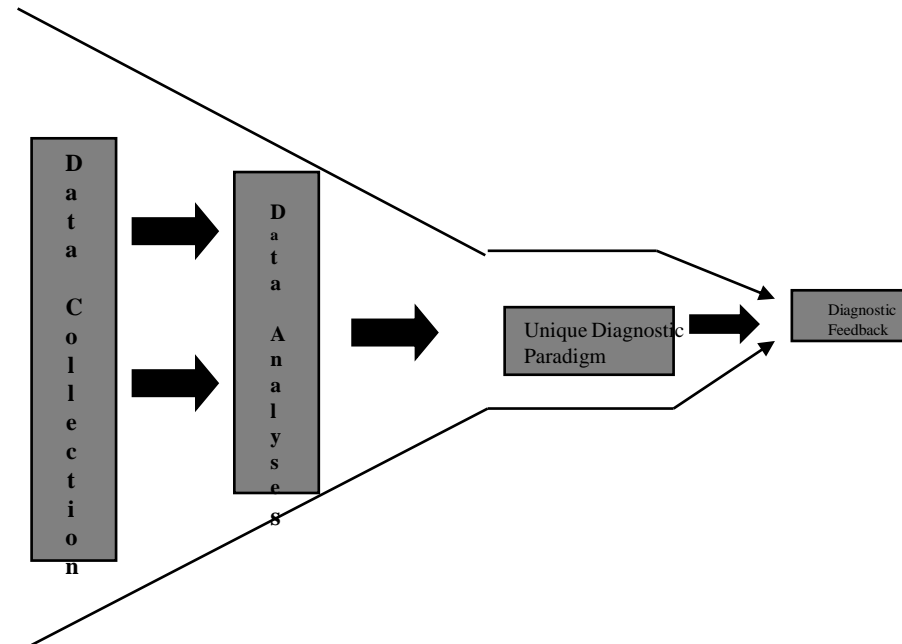
- Burke-Litwin Model

- Qualitative and Quantitative Measures

Gathering & Analyzing Data: The C-I-O Model

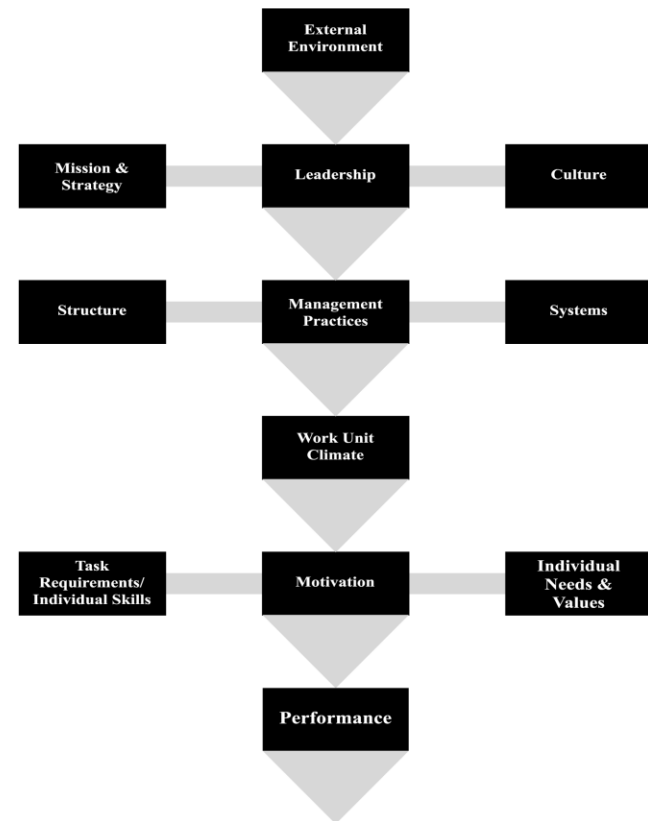
■ The Diagnostic Funnel

- Data collection
 - Widest part of funnel-multitude of sources
 - Open ended questions designed to not prompt respondents
- Data Analysis
 - Responses distilled into dimensions i.e. Causal, Intervening, Outcome Variables
 - Within each dimension, themes occur
- Unique Diagnostic Paradigm
 - Specific to organization's current state
 - Not a standardized paradigm



Gathering & Analyzing Data: The Individual & Org. Performance Model

- Quantitative measures
 - Transactional variables: internal
 - Transformational variables: external
- Qualitative measures
 - Contextually rich data
 - Fills in gaps
 - Provide themes
 - Confirms Quantitative measures





Applications of OS models: Measurement

C-I-O Model

- Qualitative Data
 - Personal Interviews
 - Web Survey
 - 60/100 Participants

I &O Performance Model

- Quantitative Data
 - 9 demographic/organizational items
 - 90 items spanning 12 categories
- Qualitative Data
 - 4 opened questions
 - 188/504 participants

Summarizing Data

C-I-O Model

- Unique Diagnostic Paradigm
 - Specific to the needs of the organization
 - Relative frequencies were identified for each theme
 - Frequencies were used to prioritize themes
 - Strengths and weaknesses for each dimension (C-I-O) were identified

I & O Performance Model

- Quantitative results
 - Scale scores for each dimension
 - Scores of <3 = weaknesses
- Qualitative results
 - Coders rated comments as + or - independently
 - Assigned comments into predetermined categories

Assessing Effectiveness

C-I-O Model

- Qualitative methods revealed themes overlooked from previous quantitative measures= contextually rich data to draw more specific inferences from
- Priming effects minimized=decreased consultant/client bias
- Multiple iterations of inter-rater analyses= unanimous agreement
- Specific to factors effecting organization

I & O Performance Model

- Quantitative Measures
 - Identified areas for growth & success
- Qualitative Measures
 - Identified Key process variable not addressed in Survey
 - Results of analysis uncovered communication as 'hidden' process variable



Making Choices about Effectiveness

C-I-O Model

- To identify relevant causal variables = they are what impact intervening and outcome variables
- Reported top six causal variables= both their strengths and weaknesses

I&O Performance Model

- To identify areas of weakness
- Demonstrated utility of using both types of data
- Integration of qualitative/quantitative helps avoid misdiagnosis resulting from using only one type of measurement
- Reported seven lowest scoring items



Conclusions

- Choice of model to use when conducting diagnosis depends on unique context of specific situation
- Time/Cost constraints may affect choice
- To increase validity and accuracy of diagnosis, using multiple measurement methods is best



References

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